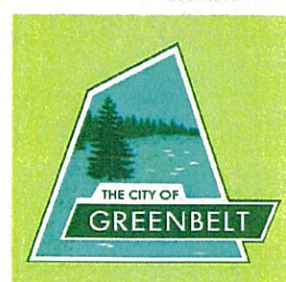
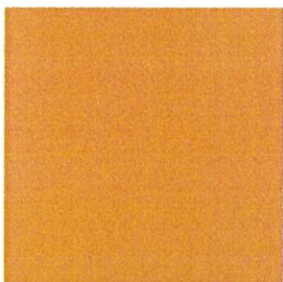
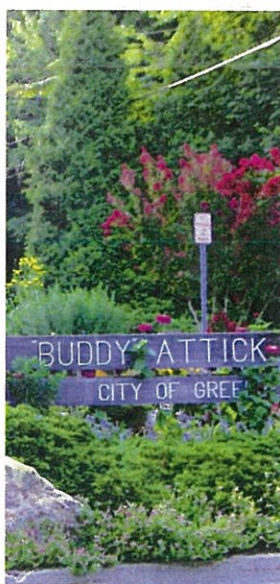




PROPOSAL FOR PROFESSIONAL PLANNING SERVICES



Recreation & Park Facilities Master Plan Greenbelt, Maryland

Submittal Date: November 22, 2016

GREENPLAY^{LLC}

*The Leading Edge In Parks, Recreation,
And Open Space Consulting*

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I. Letter of Submission



November 22, 2016

City of Greenbelt
Attn: Joe McNeal, Assistant Director of Recreation
Finance Office
25 Crescent Rd.
Greenbelt, MD 20770

Mr. McNeal and Selection Committee:

GreenPlay, LLC, is pleased to submit our qualifications to develop a Recreation and Park Facilities Master Plan for the City of Greenbelt. We have been providing parks and recreation master and strategic plans and related services for cities in the Washington, D.C. metropolitan area and around the country since 1999, including the 2010 and Beyond Strategic Plan for the M-NCPPC Prince George's County Parks and Recreation Department. We have also completed similar projects for the D.C. area communities of Baltimore City and Montgomery County, Maryland, and Arlington County and Alexandria, Virginia. Along with these communities, we have shared our parks and recreation planning expertise to over 400 others in the United States.

Our Team will consist of **Adam Bossi** as Project Manager, **Art Thatcher, MPA, CPRP**, as Principal-in-Charge, **Dylan Packebush, MBA, CPRP**, as Project Consultant, and me, **Teresa Penbrooke, PhD Candidate, CPRE**, as Contracting Principal-in-Charge. We have also included the expertise of **LSG Landscape Architecture**, based in Tysons, Virginia, to assist with GIS Mapping, Level of Service Analysis and conceptual costing recommendations, inventory and assessment, and site analysis. We will also include the services of **RRC Associates**, a professional survey firm with extensive experience conducting surveys for parks and recreation planning projects, including over 80 with GreenPlay.

We have developed very effective and efficient ways of communicating, producing, and delivering high quality service, ensuring that your community is receiving the highest return on investment possible in this important work. Our team treats each project as unique, providing customized results. We bring demonstrated experience in parks and recreation planning, financial analysis, demand analysis, surveying, and partnership and funding analysis.

We believe that our previous experience provides us with the knowledge and insight necessary to create a Recreation and Park Facilities Master Plan with implementable and realistic recommendations for the City of Greenbelt. We pride ourselves on being available and accessible to your agency, and partnering with you to help achieve your goals. Thank you for your attention and consideration. **If you have any additional questions, please feel free to contact me at the number listed below.**

Sincerely,

A handwritten signature in blue ink that reads "Teresa L. Penbrooke". The signature is fluid and cursive, with the first name "Teresa" being the most prominent part.

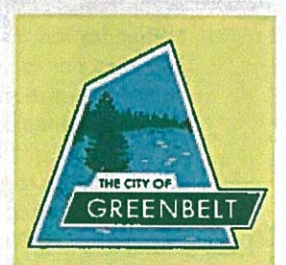
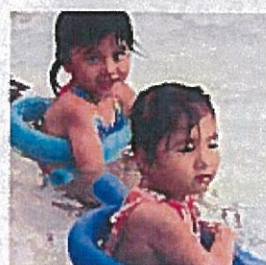
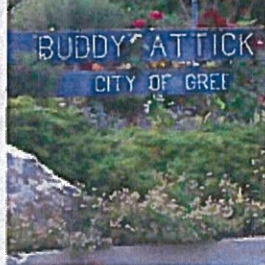
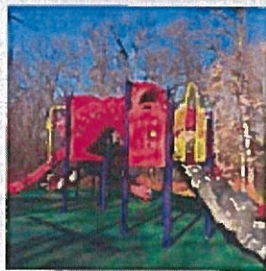
Teresa Penbrooke, PhD Candidate, CPRE
CEO and Founding Managing Member
Phone: (303) 870-3884 (direct)
E-mail: TeresaP@GreenPlayLLC.com

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*The Leading Edge in Parks, Recreation,
And Open Space Consulting*



PROPOSAL FOR PROFESSIONAL PLANNING SERVICES



Recreation & Park Facilities Master Plan Greenbelt, Maryland COST PROPOSAL

Submittal Date: November 22, 2016

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TASKS	GreenPlay	LSG	RRC	Total
A. Strategic Kick-Off and Determination of Critical Success Factors	\$2,153	\$500		\$2,653
B. Community and Stakeholder Engagement	\$12,338	\$1,000		\$13,338
Statistically-Valid Survey	\$525		\$10,500	\$11,025
C. Inventory and Level of Service Analysis	\$1,050	\$5,000		\$6,050
D. Action/Implementation Plan and Funding Analysis	\$4,515	\$2,000		\$6,515
E. Draft and Final Plans, Presentations, and Deliverables	\$8,419	\$2,000		\$10,419
Totals	\$28,999	\$10,500	\$10,500	\$49,999

This project is billed as Firm-Fixed Fee, meaning that all travel and reimbursables are built into the per task cost.

GreenPlay and Sub-Consultant Fee Schedules

GreenPlay has established an inclusive fee schedule that covers the salaries of our professional project staff and of support staff who enable them to function effectively and efficiently. We consider the prevailing rates in our industry and the level of specialized expertise that we provide.

For projects such as this, which require more than 100 hours of work, GreenPlay typically recommends and proposes using a **Firm-Fixed Price** model for compensation. This means that the contract is initially based on our estimate of projected number of hours, but the compensation is actually based on the completion of pre-determined contracted tasks identified in the Scope of Work and within a pre-specified timeline. This typically works well for the client, ensuring that all work is accomplished regardless of the time required to complete each task. In the event that the contracted Scope of Work is changed by the client during the project, GreenPlay can adjust total contract fees accordingly based on our regular hourly rates. This project is proposed as a **Firm-Fixed Fee**; therefore, individual hourly rates and projected number of hours are not applicable.

Our rates include:

- Professional staff, sub-consultant, and administrative salaries.
- All office overhead, equipment, utilities, and insurances.
- Taxes, employee benefits, and Worker's Compensation.
- Administrative support staff and supplies, and local travel.
- Work Products and meetings as outlined in the Scope of Work.
- All travel costs are built into the firm-fixed fee.

Rates may not include (unless specified in the Scope of Work):

- Materials and services outside of the pre-specified Scope of Work (may include extra meetings, requested copies and printing of work products).

As a baseline:

GreenPlay's rate for additional services is based on an average of \$150 per hour if not proposed as "firm-fixed fee." For sub-consultants, hourly rates range from \$60 to \$150 per hour, depending on the task. As this project is based on a firm-fixed fee, our consultants will dedicate the necessary time to complete the project. Our sub-consultant team members set their hourly rates according to their individual firm fee schedules. While the hourly rates may sound high, when considering the costs for implementing additional experienced and professional full-time staff, benefits, insurances, office space, computers and equipment, support staff, utilities, etc., we find that this rate is usually comparable to or lower than what an agency would spend for in-house staff. An additional benefit is that when the project is finished, the expense ends. GreenPlay typically submits an invoice for payment to the project manager/primary contact person on a monthly basis. Each invoice includes a brief description of the services provided and percentage of Scope completed to date. Invoices past due over 60 days will accrue 1.5% interest per month. Other structures for compensation and payment can be negotiable prior to contract award.

II. Firm Background and Experience

COMPANY OVERVIEW

GreenPlay, LLC, is a purposefully small and nimble limited liability company headquartered in Louisville, Colorado. Founded in 1999, we operate as a consortium of experts to provide management and consulting services for park, recreation, open space, and related quality of life agencies. We serve as a resource for agencies by organizing teams that are responsive, experienced in the field, and who understand the needs of individual communities. Our firm works nation-wide with 18 employees and over 75 technical consortium affiliates and sub-consultants to complete projects for large and small agencies throughout the nation. GreenPlay has successfully completed over 400 projects, working with local, state, and national government agencies, as well as with private sector organizations.

Employees:

4 Principals

3 Administrative

11 Project Managers



Project Specific Experience

A Proven Record of Experience and Expertise in Parks and Recreation Planning

These types of projects are not an adjunct service for our firm! This is what we do at GreenPlay, everyday, successfully, for small and large communities of all types, all over the United States. We also regularly teach others around the country how to successfully complete similar projects. We have a strong national reputation based on many years of experience with staff who will help you to develop a community-specific plan that will be easily implemented, help gain engagement and consensus, and will address the key issues for the City of Greenbelt.

Your GreenPlay Project Manager Adam Bossi is based in Silver Spring, Maryland, and your P-i-C, Art Thatcher, is based in Hampton, Virginia.

Relevancy of Similar Work Experience

Our firm has experience that is directly relevant to this project. We have completed similar assignments for several Maryland communities including the Montgomery County, Charles County, Prince George's County, St. Mary's County and Baltimore; the Virginia communities of Gloucester County, Arlington County, Alexandria, and Leesburg; as well as the National Capital Planning Commission in Washington, D.C. among many others. We are very familiar with the region, and we will be able to quickly discern key issues in your community and help you plan to address them in an effective manner.

Experience Working With Governmental Agencies

Ninety-five percent (95%) of our projects have been performed for public clients. Collectively, the GreenPlay Team offers a comprehensive set of skills built on a foundation of excellent verbal and written communication abilities. We are known for our proven experience in dealing with adjacent and associated public and private entities. Our experience allows us to effectively manage our time while producing plans that are detailed, customized, and implementable.

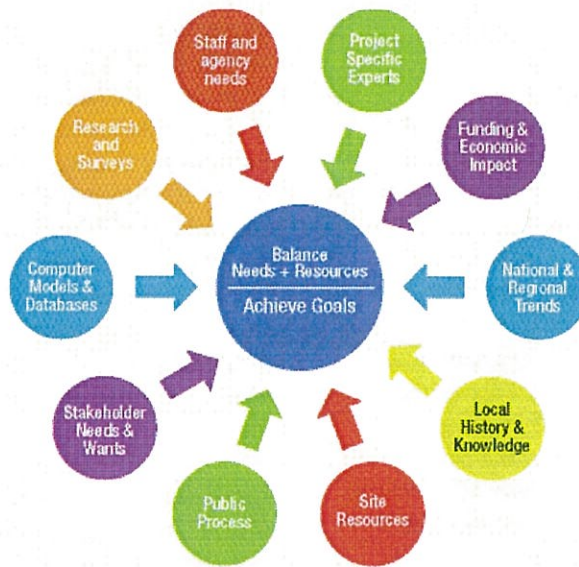
Unique Qualities of the Firm

Management Approach and Philosophy Toward Parks and Recreation Planning

We believe that parks and recreation assets contribute to the quality of life that makes a community a desirable place to work, live, and play. GreenPlay consultants are all passionate about developing plans and documents that work conceptually and are implementable in each individual community. Our staff members are effective in leading a comprehensive public process to accurately reflect your community's needs. We develop planning and operational options that establish a balance between innovation and experience, conservation and active recreation, design excellence and cost control, and creativity and functional accommodation. We also understand the need to create a delicate balance between economic benefits and provision of equitable service, along with an appropriate mix of active and passive elements for all types of service demands.

Primary Contact and Headquarters Address:

Teresa Penbrooke, CEO and Founding Managing Member
1021 E. South Boulder Rd., Suite N
Louisville, CO 80027
(303) 439-8369 | (303) 870-3884 (direct)
teresap@greenplayllc.com | www.greenplayllc.com



GreenPlay, LLC

At **GreenPlay, LLC**, we believe that the best services and products come from using a wide variety of tools. Some recreation consulting firms concentrate on computer models, databases, or surveys. While we believe these tools are valuable, we take our evaluation and assessment tools to the next level by utilizing innovative methods and processes that are most effective for **your** individual community. The results provide a more comprehensive solution for achieving your goals. This schematic illustrates the various tools that GreenPlay uses to help your agency meet its expectations. We balance your needs, and those of your stakeholders, with the reality of available resources.

Conscious Capitalism®

While making money is essential for the vitality and sustainability of any business, it is not the only or even the most important reason GreenPlay exists. As a purposefully small, private **Conscious Business**, we support a culture of **Conscious Capitalism** with a focus on purpose beyond profit. www.consciouscapitalism.org



Your GreenPlay Consulting Team is...

- **Dedicated** to your project and committed to addressing the unique issues and opportunities facing **your** community.
- **Experienced** in developing plans and documents that work conceptually and are **implementable** in **your** community.
- **Trained** in conducting effective public process by skillfully leading staff and stakeholder interviews and focus groups.
- **Adept** in cultivating supportive relationships with staff and governing body leadership.
- **Effective** in creating a public process, along with planning and operational options, that **establish a balance** between innovation and experience, conservation and active recreation, design excellence and cost control, creativity and functional accommodation, and that meet the needs of the community with the resources that are available.
- **Respected** for their expertise in strategic visioning, programming, cost recovery analysis, resource management, facility site design, operations, funding options, and bond referendum preparation.
- **Committed** to helping you to achieve your goals on time and within budget, while providing exceptional customer service.

III. Approach and Methodology

We understand that the City of Greenbelt is interested in developing a Recreation and Park Facilities Master Plan to evaluate the current system and to determine potentially unmet needs. We know that the City is located in the Washington, D.C. Metropolitan area in the northern part of Prince George's County. GreenPlay has completed many projects in the region, including the 2010 and Beyond Strategic Plan for Prince George's County. As such, we know that many communities in the area are committed to providing high levels of parks and recreation services and amenities to their residents.

We know that the City is currently near build out, but that there is a section in its Greenbelt West neighborhood that is under development, and that the City is being considered as the new headquarters for the Federal Bureau of Investigation. Both the mixed-use development and the potential FBI headquarters would bring jobs and new residents to the City. As such, planning for the future of the parks and recreation system is a necessity. Along with its 2 recreation centers, 1 community center, indoor/outdoor pool, fitness center, 8 athletic fields, 10 tennis courts, 22 playgrounds and 528 acres of parkland, the City also has a Historic area, and other facilities that are owned and operated by the National Park Service.

Our GreenPlay team has been assembled specifically to help the City of Greenbelt evaluate its parks and recreation system and develop a plan that offers realistic and implementable goals and recommendations for the next 10 years. Our team has not only developed plans for similar communities, our staff members have also managed parks and recreation departments, so we know what is required to fund and manage your current and future assets. The following scope of work details the steps that we will take to develop this Parks and Recreation and Park Facilities Master Plan.

SCOPE OF WORK

A. Project Coordination, Strategic Kick-Off, and Determination of Critical Success Factors

Following award of contract, the GreenPlay team will provide a **Detailed Work Plan** for discussion at a Strategic Kick-Off meeting with the City's Project Team. We will review the details of the work plan and formalize the timeline and details of the evaluation, research and analysis, community needs assessment, funding/financing needs assessment, and master plan development phases of the project, including accepted methodologies and tasks, final number and types of meetings, expected quality and formats for deliverables, and agreement on implementation strategies.



We will set a timeline for the public involvement process and the anticipated approval process and will discuss desired outcomes.

Project Coordination

- We will work closely with your team during Strategic Kick-Off to identify current key **“Critical Success Factors”** that will help to ensure that all issues unique to the City of Greenbelt are addressed.
- We will supply written **Monthly Progress Reports** that cover recent progress, outstanding issues or information needed, upcoming meetings and agendas, and next steps. We have found this to be an effective communication tool, adding a level of efficiency to our projects. We will always be available for phone or email communication.
- Project team progress meetings will be held as often as necessary, but in no case less than once per month until the final plan is approved by the City Council (may be by phone or in person).
- We will supply the City’s Project Manager with at least one (1) copy of all completed or partially completed reports, studies, forecasts, maps, or plans deemed necessary by the Project Manager at least three (3) working days before each progress meeting. The Project Manager will schedule the meetings, as necessary, at key times during the development of the Master Plan.
- We will provide up-to-date information for posting on the City’s website for review of progress by stakeholders and the public.

B. Community and Stakeholder Engagement

We agree that a comprehensive public involvement program is critical in determining community values and needs and ultimately contributing to the success of Greenbelt’s long range planning efforts. The participation process utilized will be customized to your community’s unique situation – including a community with a rich historic component, a community in proximity to a large metropolitan area, a community with multiple resources available from alternative providers, and a community with a mix of “new” and “old” areas. GreenPlay team members are professional, experienced facilitators, and we draw from a variety of public input methodologies to engage people in the community.

Community and Stakeholder Involvement Coordination

We will work with your Project Team during SKO to schedule all necessary meetings and project tasks and to arrange proper noticing of meetings associated with plan development. GreenPlay’s consultant team will review all prepared information for the meetings with the City’s Project Manager prior to any scheduled meeting.

We will emphasize data collection methods that are efficient and incorporate your available resources. Individual users and non-users, user groups, special interest organizations, associations, leagues, and other stakeholders will be given ample opportunity to participate in the development of this Master Plan, exploring knowledge of local issues and concerns that will assist us in producing useful and pertinent community feedback.

GreenPlay staff members are experienced and skilled facilitators, and we draw from a variety of methodologies that are designed to encourage and structure feedback for clearly identified and measurable outcomes. A suggested approach is provided; however, the actual methodology will be detailed and determined during Strategic Kick-Off.

Based on previous successes, the following citizen involvement strategy approach is designed to assure residents, user groups, associations, neighboring communities, and other stakeholders that they are provided an opportunity to participate in the plan’s development, and is recommended for this project:

- **Initial Information Gathering:** Collect as much information as possible on awareness, use patterns, satisfaction, desires, barriers, vision, priorities, funding possibilities, and willingness to pay, so as to inform the development of the plan.
- A minimum of two (2) **focus group meetings** [and more likely four (4)] drawing from special interest individuals and groups, associations, other service providers (staff, schools, health clubs, seniors, etc.), but also open to the public at large. This method ensures a nucleus of participants with vested interest, while also encouraging others to participate.

- A **community-wide public meeting (#1)** to provide information and to validate and round out the information received from the focus groups.
- **Stakeholder interviews** with those who can contribute specific information that may need to be conveyed in a more detailed manner (might include representatives from neighboring communities, sister agencies, other departments of the City; Planning Department; Parks and Recreation Advisory Board; City Council members; etc.).
- **Findings Presentation:** We will compile and present a summary of findings from the inventory, needs assessment and initial analysis for validation by staff, decision makers, stakeholders, and the public.
- **Community-wide public meeting #2** (could be combined with Parks and Recreation Advisory Board and/or City Council presentation).
- **Draft Recommendations Presentation (public meeting #3):** Hearing, open to the public.
- **Planning Commission Presentation:** Hearing, open to the public.
- **Final Council Presentation for Adoption:** Hearing, open to the public.

GreenPlay staff members function as professional, unbiased facilitators to gather specific information about services, use, and preferences, as well as agency strengths, weaknesses, opportunities, and threats. Participant feedback indicates that our techniques and formats are well received and provide them with the opportunity to better understand the planning process and make a meaningful contribution, resulting in the feeling that attending an input session was a good use of someone's valuable time.

We help to build consensus and agreement on the plan by:

- Identifying, up-front, the project "givens" or parameters.
- Making the participants aware of the process from start to finish, including where they have opportunities to contribute and who will be making final decisions.
- Allowing and encouraging participants to hear from each other.
- Identifying common ground as the plan evolves.



Knowing that consensus is not always possible, we encourage participants to think about what they can “live with” if their ideal desire is not achievable, and we convey information for informed decision making to the project team and City Council. We provide written records and summaries of the results of all public process and communications strategies appropriate for posting to the City’s website.

Statistically-Valid Survey

As part of the quantitative needs assessment portion of the plan, our team will conduct a randomly distributed mail postcard link survey using proven survey methods to achieve a statistically valid response. This type of survey is the most effective method available to get the opinions of the NON-USERS, as well as users of recreation facilities and programs, in your community.

We will work with RRC Associates (RRC) to create a carefully designed community survey to be distributed to a sample of residents using a list provided by the City (either registered voters or some other appropriate list). We propose to invite survey participation using a postcard (with an individual code to maintain random sampling) directing invitees to a web site where they could complete the survey on-line. Following the initial invitation to complete the survey that is provided to a sampling of residents by mail, we would offer the opportunity to go to an “open link” where the larger community would be encouraged to respond. RRC typically tabulates the results from these two groups separately (the “invitation” and “open link” versions) but if they are similar in response patterns they can then be combined for interpretation purposes. We expect enough responses to permit recreation use patterns, and community priorities to be measured in a quantitative manner. To help improve response rates, we also anticipate that the City would assist with marketing and creating public awareness of the survey through local channels such as local newspapers, radio, cable TV, web sites and other available media.

GreenPlay will work with RRC and your project team to draft questions regarding awareness, needs, satisfaction, participation, desires, priorities, willingness to pay, accessibility, barriers to participation, and/or other issues determined by the project team. We encourage the City to

consider offering some sort of participant incentive to respondents such as a prize drawing for passes to City-owned and operated facilities, gift cards to a local grocery store or other local businesses, etc.

We have substantial experience in designing surveys specifically for parks, recreation, open space, and trail issues that are effective and representative of the users and non-users. The survey will be carefully constructed to be easily understood using proven questions and terminology appropriate to your community, and the results will be tallied, summarized, charted and graphed. All responses to open-ended comments will also be included in the final report.

C. Inventory and Level of Service Analysis

Integration of Existing Vision, Goals, Operations, Budgets, and Plans

Concurrent with information gathering, we will evaluate previous and other current plans relevant to the City’s parks and recreation system. We will consolidate relevant information from planning documents, budgets, work plans, and funding plans used by the City to facilitate the comprehensive coordination of direction and recommendations.

Such resources will help us evaluate other factors that relate directly to the parks, recreation, open space, and trails system including community values, facility and program access, and other key attributes, such as trail and facility needs.

Demographics

We will identify the constituency of the City through an update of the demographic make-up and population projections, using information available from previous planning efforts, any current valid information from the City of Greenbelt, and including information gathered from previous plans, the U.S. Census Bureau, Esri sources, and other national and local sources as needed to supplement.

Trends Analysis

Trends analysis will strategically consider demographic shifts and their impact on future recreation and parks provisions. This analysis will also identify interest and participation levels for a variety of activities, assess how services are provided through both administrative and planning trends, and evaluate how your parks and

recreation facilities and amenities compare to national and regional trends. This process includes strategic analysis of local, state, and national best practices, along with what is new in the field of parks and recreation.

Inventory

As part of the Plan, all available base GIS materials will be utilized to compile a comprehensive, updated assessment of the City's parks and recreation facilities. We will supplement the inventory of existing parks, recreation facilities, athletic fields, open spaces, and trails.

All analysis of facilities and components will be incorporated into a dynamic digital database that becomes property of the City upon completion of the project. We can work with various information formats and will produce the final deliverables in both shapefile and textual formats that are dynamic and can easily be updated and used in the future.

Once the physical inventory is completed and accurate, we will help analyze the system with quantitative, qualitative, and textual analysis. The inventory will include recommendations for locating areas for improvements to address unmet needs for active and passive recreation, and will address methods for minimizing duplication of offerings and/or enhancing possibilities for collaborative partnerships where appropriate. The impact of growth trends related to neighboring jurisdictions and topics such as connectivity, accessibility, and circulation will also be assessed.

The development of the mapping and site analysis to support this project will allow us to apply evaluation criteria and policies to identify and map potential future park sites and trail corridors to be acquired and/or developed consistent with projected growth patterns. If they are identified, we can also include alternative providers in the service area, whether they are neighboring cities, schools, private providers, or other alternative providers. We will work with the project team to determine the degree of specificity for mapping.

Programs and Services Gaps Analysis

We will collect and analyze information on participation, needs, desires, operations, and management strategies for programming and service offerings, and make recommendations. We will identify

areas of service shortfalls and projected impact of future trends.

Using the results of the community survey, focus groups, stakeholder meetings, needs assessment, current level of service, alternative providers in the market, and current capacity, GreenPlay will identify and prioritize the unmet programming needs in the community. The gaps in programs and services can be identified using the nexus of unmet need and high importance.

Facilities, Lands, and Asset Gaps Analysis

Based on the inventory and site analysis, we will research, collect, and assemble other data necessary to complete the project given available information. We can work with various information formats and will produce the final deliverables in both digital spatial analysis and textual formats that are dynamic and easily used and become the property of the City upon completion of the project. We will use our previous experience in Prince George's County, along with LSG's local expertise to make capital improvement recommendations, including potential phasing, acquisition, renovations, and conceptual costing.

We will identify noted areas of service shortfalls and projected impact of future trends. Aligning with the results of the focus groups, stakeholder meetings, needs assessment, current capacity, and future growth, our GreenPlay team will help identify and prioritize unmet facility and asset needs in the community.

Evaluation of Existing Standards

Using the community demographic profile, stakeholder engagement results, comparative analysis, and level of service analysis, we will assess the quality and quantity of programs and facilities provided by the City. We will evaluate appropriateness based on the agency's mission, vision, and values; applicable industry standards; and the regional comparison. We will evaluate the adequacy on the basis of size and location in relation to existing and future population. We will also make recommendations for minimizing duplication and/or enhancing possibilities for collaborative partnerships where appropriate.

Operations and Maintenance Analysis

GreenPlay will conduct a review of existing park operations and maintenance practices in relation to operational expectations and industry "best practices." The review will consist of staff interviews; review of user feedback, budgets, and policies; and site visits. We will develop recommendations for operations, staffing, and maintenance needs. GreenPlay consultants will place a focus on sustainable operations and strategies for improving park maintenance levels and efficiencies. All Plan recommendations will take into account cost effective options for on-going operations and maintenance, including options for volunteers and/or other partnerships.

If appropriate, we will also provide recommendations related to the development of more detailed business planning efforts in the future.

D. Action/Implementation Plan and Funding Analysis

Action/Implementation Plan and Funding Source Table

We will work with the project team to rank and prioritize recommendations, balancing needs and cost/benefit analyses, capacity of the City, and budgetary realities. The product of this task will be a set of recommendations with strategies, priorities, and identification of budget support funding mechanisms phased into immediate, near-term, and long-term timeframes addressing needs regarding land acquisition, along with the development of parks and recreation programs and facilities. We will identify, inventory, and rank unique natural resources for potential park system acquisition and/or parks development.

An Action Plan including costs, potential funding mechanisms, timing, and responsible party will be developed for the City of Greenbelt.

Present and Projected Fiscal Resources

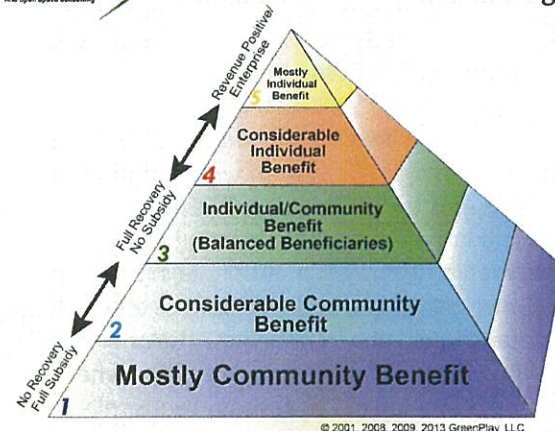
GreenPlay will conduct an overview analysis of past budgets and existing funding to meet current needs and projected funding to meet future needs. In addition, we will analyze other sources of funds such as levies and bond issues and strategies for land acquisition including easements. We will look for gaps in the current management and funding system, and look for potential areas of improvement.

Cost Recovery and Resource Allocation

GreenPlay is a national leader in teaching and developing innovative approaches to handling the often contentious financial issues of "how much taxpayer subsidy is enough?" or "where should the resources go?" GreenPlay has established and improved the "Pyramid" methodology for helping agencies create an overall philosophy and approach for resource allocation, program pricing, and cost recovery evaluation. We currently train agencies and universities in the implementation and use of this straightforward but innovative methodology, which is invaluable for making tough resource allocation decisions, and creating pricing and cost recovery strategies. We also teach this methodology at conferences.



The Pyramid Methodology



This methodology will be helpful for evaluating the financial sustainability of the Parks and Recreation Department from both operational and capital funding aspects. As part of your project, we will use the concepts for identification of gaps and/or areas of non-consensus, along with introducing the concepts for this framework for decision making. We will also introduce your staff to this methodology.

Alternative Funding and Partnerships

GreenPlay has extensive experience evaluating options for alternative funding, which typically includes grants, donor programs, sponsorships, and/or partnerships. Our Project Team will identify key partners in the area through the planning process and can provide management recommendations to enhance this potential funding area. This task does not include procurement of alternative funding, but this can be addressed separately if desired.

Findings and Visioning Strategies Development Workshop

GreenPlay team consultants will compile initial findings from the public involvement, standards, inventory, and needs assessments and will prepare a summary of Findings for staff, decision makers, stakeholders, and the public to validate the accuracy of the findings. During this stage, we will confirm that all information identified and collected thus far is correct, and we will ask all stakeholders to share any additional issues or opportunities for consideration as we prepare to move forward into analysis and recommendations.

Following review of the Findings, we will facilitate a Visioning Strategies Workshop that will include an analysis of all findings, including operational feasibility, political or historical constraints, and any other potential challenges. We will also identify opportunities for implementation steps, work plans, and funding implications.

This Workshop will help provide an articulated guiding vision for future acquisition, development, and maintenance of recreation facilities, with goals, desired outcomes, and standards identified to direct policy and acquisition for existing and proposed facilities.

Key Issues Triangulation Matrix

During the Findings Phase of each project, GreenPlay Project Managers compile a Key Issues Triangulation Matrix that helps identify focus areas from the various tools and methodologies used to collect information. This matrix will help the Department determine progress on goals set forth in the plan, and will serve as a basis for plan updates in the future.

Key Issue - Rating Scale c - minor issue b - opportunity to improve a - priority short-term n/a - not applicable	Recreation									
	Park Operations	Golf Operations	South	Central	North	Staff Input	Events	Groups/Public	P & R Commission	City Council
Safety										
Safety concern in facilities/parks	a	n/a								
Homeless and vagrants in parks	a	n/a								
Safety at skatepark	a	n/a								
Code enforcement	b	n/a						b	b	
Graffiti/Vandalism	b	n/a								
Create park ranger program	b	n/a								
Improvements and Maintenance										
Maintain what we have	a	n/a								
Improved park athletic field maintenance	a	n/a						b	b	
Tree care/replacement program	a	n/a								
Less water/more desert landscaping	a	n/a								
Restrooms	a	n/a								
More shelter/supplies areas	a	n/a								
Facilities										
Build a new sports complex	a	n/a								
Inadequate number of athletic fields	a	n/a								
Trail Connectivity	b	n/a								
Community gardens	b	n/a								
Head lights for soccer fields	b	n/a								
Additional aquatic	c	n/a								
Programs										
Special events to attract tourists	b	n/a								
More non-sport programming	b	n/a								
More indoor fitness	b	n/a								
More family programming	b	n/a								
More middle-high school programming	b	n/a								
Youth and teen programming	b	n/a								
Tournaments and Sports	a	n/a								
Booze or Pigout	a	n/a								
Administration Services										

E. Draft and Final Plans, Presentations, and Deliverables

The Draft Parks Master Plan will include all findings, needs assessment, public engagement results, written goals, plans, objectives, and policy statements that articulate a clear vision and model (a "road map") for the City's future. These will be submitted for preliminary review, and all comments will be incorporated into your Final Plan. After the review, we will assist in guiding the Plan through the formal adoption process, including review and recommendation by the project management team, presentations of the draft recommendations and final Master Plan to the Parks and Recreation Advisory Board and the City Council for adoption of the final plan.

Deliverables will include all aspects outlined in the preceding tasks, summarized as:

- A detailed work plan identifying a schedule for completion.
- Draft Master Plan which shall include all the information contained in the Scope of Work.
- One (1) printed and one (1) electronic copy of the Draft Plan shall be provided for distribution and review.
- Appropriate written materials and graphics (maps, slides, power point presentations, etc.) shall be provided for public presentations.
- One (1) printed copy and one electronic (1) copy of the Final Plan.
- All deliverables will be submitted in a format compatible with the City's software.

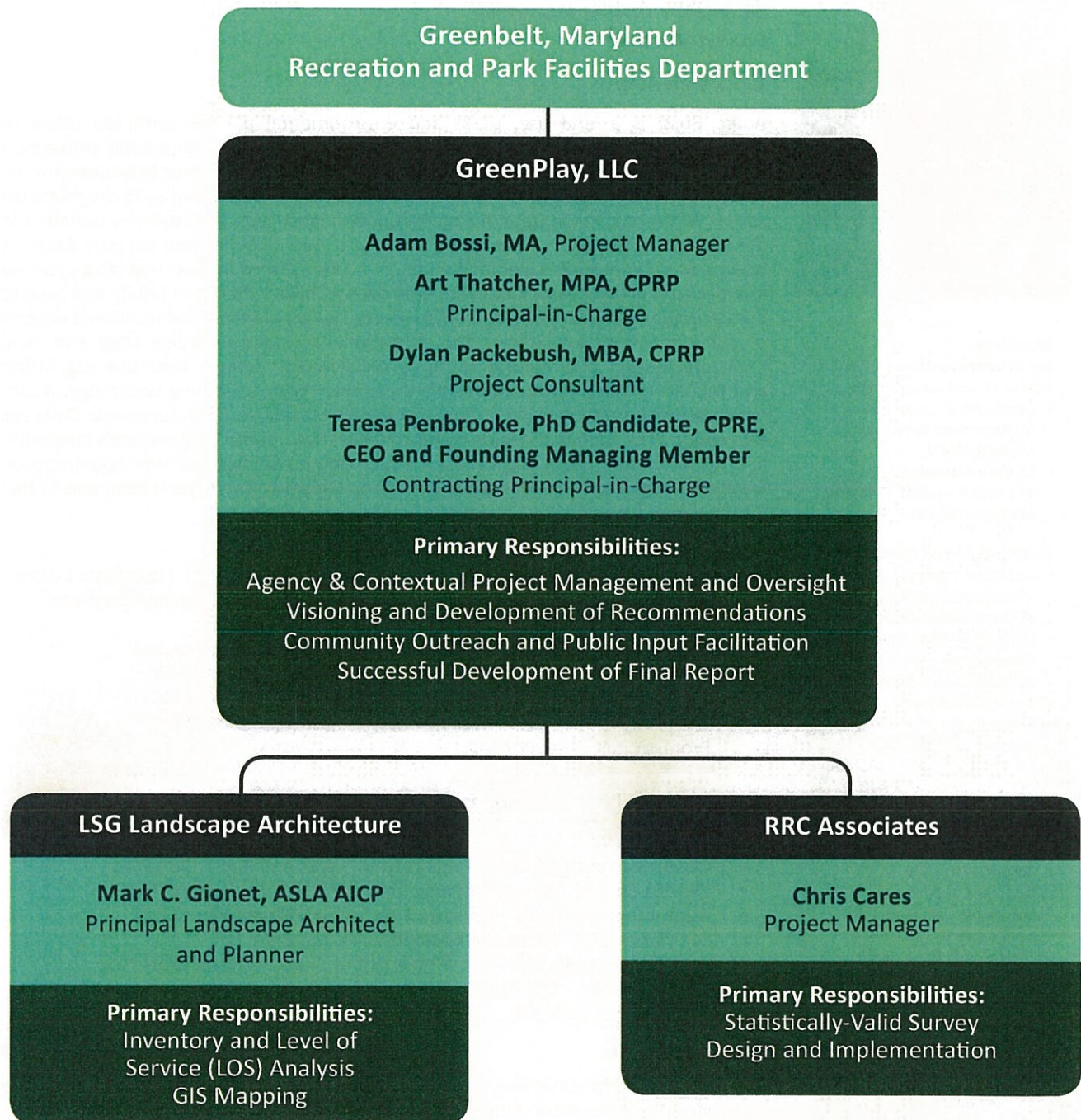
Our plans also include at no additional charge:

- **Qualitative and Quantitative analysis methods** beyond those specified, designed to address specific key issues, constraints, and opportunities, the City's future livability and the contribution of parks and recreation to economic development, community vitality, and long-term viability.
- **Our commitment** that for each task, we will quickly assess your current circumstances and provide specific information that you need to move to the next level, rather than providing you with just a standard planning response, whether you need it or not.

GREENPLAY^{LLC}

*The Leading Edge in Parks, Recreation,
And Open Space Consulting*

III. Proposed Project Team and Resumes



We carefully detail on-site gatherings during Strategic Kick-Off meetings and work with our team to ensure that our local presence is fully considered.



Adam Bossi, MA

Project Manager

Work Experience:

Adam Bossi is a land use, parks and environmental planner with ten years of experience administering state and local land use and environmental protection programs, managing municipal open space systems and contributing to improvements in public parks planning programs, policies and regulatory reforms. Throughout his career Adam has drawn upon his background in landscape architecture, sustainable design, real estate and conservation to conduct due diligence and support decision making of appointed and elected boards and commissions in their regulatory review and decision making associated with well over \$1 billion dollars in public and private infrastructure and land development projects. He has planned and facilitated dozens of public meetings, workshops and educational sessions regarding state and local parks, recreation and natural resource conservation issues, land use regulation and related community quality of life concerns. Prior to joining GreenPlay, Adam most recently assisted in preparing Maryland's Statewide Comprehensive Outdoor Recreation Plan, helped to lead a major collaborative update to Maryland's statewide land preservation, parks and recreation planning guidelines and was appointed by Governor Hogan to serve as the State's Liaison Officer to the federal Land and Water Conservation Fund.

Education

MA in Landscape Design, Conway School of Landscape Design

- Certificate in Landscape Management, University of Massachusetts
- BS in Environmental Design and Urban Studies, University of Massachusetts

Certifications and Affiliations

- Advanced Training Certificate – Massachusetts Association of Conservation Commissions
- LEED AP, Building Design and Construction – US Green Building Council (2010-2012)
- Licensed Real Estate Salesperson – State of Maryland
- Member – Society of Outdoor Recreation Professionals
- Presenter at 2015 National Outdoor Recreation Conference
- Advanced training in landscape architecture and civil design, land development and construction issues, real estate entitlement, grant writing and management, stormwater and floodplain management, wetland and soil science, public parks and recreation land planning and management

- GreenPlay LLC, Project Manager
- Natural Resources Planner & Land and Water Conservation Fund State Liaison Officer, Maryland Department of Natural Resources, Land Acquisition and Planning Unit, Annapolis, MD
- Director of Environmental Affairs, Town of Billerica, Billerica, MA
- Conservation Administrator, Town of Wellesley, Wellesley, MA
- Assistant Conservation Administrator, Town of Lexington, MA
- Staff Assistant, Massachusetts Society of Municipal Conservation Professionals, Duxbury, MA

Representative Project Experience

GreenPlay Projects

- Calvert County, MD - Land Preservation, Parks and Recreation Plan
- Charles County, MD – Land Preservation, Parks & Recreation Plan
- Hunterdon County, NJ – Parks and Recreation Master Plan
- San Gabriel, CA - Parks and Recreation Master Plan
- St. Mary's County, MD – Land Preservation, Parks & Recreation Plan
- Vancouver, WA - City Parks Total of Cost of Ownerships Analysis and Maintenance Analysis

Public Sector

- Appointed to serve as a Maryland's Liaison Officer to the federal Land and Water Conservation Fund. Managed all program functions and tracked \$5 million in project budgets. Prepared grant applications, amendments and regularly coordinated with the National Park Service, state, county and non-profit partners.
- Finalized Maryland's current Statewide Comprehensive Outdoor Recreation Plan in collaboration with consultants, state and county parks and recreation leaders and stakeholders. Managed final public input process, edited the document and ushered it through the federal approval process.



Art Thatcher, CPRP, MPA

Principal-in-Charge



Work Experience:

Art is a Certified Parks and Recreation Professional with 30 years of experience in public parks and recreation operations, programming and administration, volunteer board leadership, facility design and operations, and community engagement. Throughout his career, Art has concentrated on strategic and master planning, youth civic engagement and teen comprehensive planning, operations and facility management planning, outdoor adventure recreation development and programming, and community engagement facilitation. Art also has extensive experience working with local, state, and national legislators as a subject matter expert and an advocate for the profession. He was the 2014 President and Chair of the Board of the Virginia Recreation and Parks Society. He has become known as a national expert in working with coastal communities, including those that manage beaches as part of their parks and recreation systems.

- GreenPlay LLC, Project Consultant: 2013 - Present
- Bureau Manager of Recreation and Human Development – City of Norfolk, VA
- Information Technology Project Coordinator – City of Hampton, VA
- Superintendent of Parks & Recreation – City of Hampton, VA
- Director of Parks and Recreation - City of Poquoson, VA

Education & Certification

- Old Dominion University, Masters of Public Administration, 2005
- Christopher Newport University, Bachelors of Science, 1981
- Certified Parks and Recreation Professional, National Recreation & Parks Association (NRPA)
- NRPA Director School, 2010; NRPA
- Aquatic Facilities Operator, 2010; NRPA
- Certified Pool Operator, 2013; National Swimming Pool Foundation
- Aquatic Supervisor, 2009; Boy Scouts of America
- School of Sports Management, 1990;
- NRPA and Leadership Training Institute, 2014; VRPS
- The Business Institute for Parks, Recreation and Leisure Services, 2002; NRPA
- LEAD, Weldon Cooper Center for Public Service (UVA), 1999
- Lifeguarding/Waterfront, American Red Cross
- CPR/AED/First Aid, American Red Cross
- Wilderness First Aid, Wilderness Safety Council

Representative Project Experience

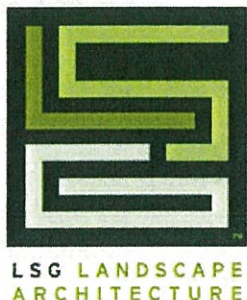
GreenPlay LLC

- Arlington County, VA – Athletic Fields Use Study
- Bethlehem, NY – Parks and Recreation Master Plan
- Carbon Valley Recreation District, Colorado – Interim Executive Director
- Carbon Valley Recreation District, CO – Parks and Recreation Master Plan
- Caswell County, NC – Parks and Recreation Master Plan
- Encinitas, CA – Parks and Recreation Master Plan
- Encinitas, CA – Financial Sustainability Project
- Glenwood Springs, CO – Park, Recreation, Open Space and Trails Master Plan
- Gloucester County, VA – Needs Assessment for Parks, Recreation, and Tourism
- Manassas, VA – Parks, Recreation, and Culture Needs Assessment and Facilities Plan
- Martin County, FL – Parks and Recreation Master Plan
- Rolesville, NC – Comprehensive Plan, Recreation Component
- Santee, CA – Parks and Recreation Master Plan Update
- Sioux Falls, ND – Parks and Recreation Master Plan
- Wake Forest, NC – Parks, Recreation, and Cultural Arts Master Plan
- West Palm Beach, FL – Parks and Recreation Master Plan
- Winchester, VA – Needs Assessment

President, Virginia Recreation and Parks Society – 2014

Municipal Government

- Directed the opening and operations of the Hampton Teen Center, a premiere youth led facility dedicated to the young people of Hampton.
- Established an Outdoor Recreation Division to that advantage of the natural environment surrounding Hampton. Developed Buckroe Beach into an ecotourism destinations with kayaks, paddleboats, interpretative programs facilitated by Park Ranger Aides. Recovered cost through operations in the first season.



LSG Landscape Architecture

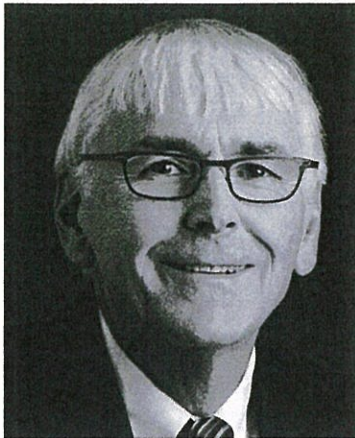
Established in 1985, LSG Landscape Architecture believes in place making that is smart, sustainable, creative, and transformational. Our expertise includes master planning, site design, environmental assessments, and landscape architecture. Our portfolio includes projects throughout the Eastern Seaboard, China, and India. Our design approach embraces the notion that we can say something new while maintaining a dialogue with the past. Whether we are seeking to enliven, guide, heal, educate, or inspire, our goal is to create engaging sense of place in which to live, work, or play, because, above all, landscape architecture is a social construct. Whether the aesthetic vision is shaped by the dictates of urbanity or driven by a more pastoral imperative, the result should be informed and elevated by something larger.



RRC Associates - Resident Survey Design and Implementation

RRC Associates offers services in market research and strategic analysis, economic and feasibility planning, and policy formulation to local governments and public agencies as well as private businesses. The company is composed of professionals with extensive experience and qualifications in addressing the needs and challenges of communities. The motivation of our principals and staff, and their active involvement in professional organizations at the state and national level, insure a high degree of professional skill and creativity.

Based on prior experience as staff to municipalities and counties, and through extensive consulting work with a variety of communities and private enterprises, our staff has learned the importance of seeking solutions to problems which are sensitive to local conditions and tailored to local needs. This understanding of the importance of local procedures and requirements, and experience in assisting and coordinating public policy makers and staff members at all levels of government, allows RRC Associates to work effectively in communities representing both public agencies and private entities. RRC has completed over 80 surveys for parks, recreation, and related projects with GreenPlay, including most of our Maryland State and County projects.



MARK C. GIONET, ASLA AICP
Principal Landscape Architect and Planner

A professional planner and landscape architect, Mr. Gionet brings over 30 years experience planning and designing public and private parks. These natural, memorial, active, historic and festive are his greatest interest. He has directly contributed to the planning, design and project leadership for nearly 50 parks in Delaware, the District of Columbia, Maryland, Virginia, China and elsewhere. His award winning work includes projects as diverse as community recreation amenity design, water-based play, playgrounds, event venues, athletic complexes and interpretive and learning environments. His assignments have taken him throughout the mid-Atlantic to China. He is published on sustainability and preservation of bird species and recipient of over a dozen design awards for public projects.

Registrations

- Registered Landscape Architect: VA, MD, DE, FL, NJ, NY, WV
- American Institute of Certified Planners

Professional Activities

- American Society of Landscape Architects
- American Planning Association
- National Recreation and Parks Association
- Virginia Recreation and Park Society

Education

- University of Massachusetts, Master of Landscape Architecture, 1982
- Union College, Schenectady, New York, Bachelor of Arts, History, 1977

Representative Park Projects:

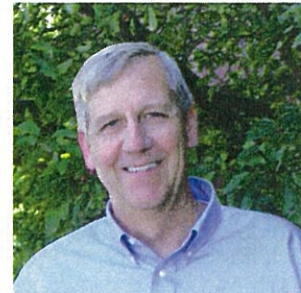
- Long Bridge Park, Arlington, VA. Directed firm's work as landscape architect of record for award-winning \$25 million recreation complex featuring waterfront esplanade with interpretive signage, three synthetic infill turf athletic fields and playground. Led preparation of original master plan including recreation, land use and transportation components.
- Play DC Playground Improvement Initiative, Washington, DC. Leads LSG efforts assisting DC Department of Parks and Recreation (DPR) and Department of General Services (DGS) redesign and renovate multiple playgrounds under this initiative.
- South Germantown Recreational Park, Maryland Soccer Foundation Soccerplex, Montgomery County, Maryland. Principal-in-charge for design of award-winning 700+ acre park featuring tournament soccer complex and multi-featured public park with region's first spraypark.
- Laytonia Recreational Park, Derwood, MD. Principal Landscape Architect for facility plan update and site design of 4-field recreational park with one synthetic infill turf field.
- Fuller Heights Park, Triangle, VA: Principal Landscape architect for master planning and detailed design of five-field baseball/softball complex in southern Prince William County. The first phase \$4.6 million project includes 3 fields, a central plaza, field lighting and site irrigation.
- Juan Park, Haining, China. Project master planner for award-winning 3 square kilometer large lakefront park.
- Eskimo Hill Road Fields Complex, Stafford, VA. Principal planner for feasibility study of proposed 50-field soccer complex on 260-acre site.
- Town Point Park, Norfolk, VA. Principal Landscape Architect for award-winning redesign of a waterfront park to better accommodate special events and commemorative art and artifacts.
- The Aquary, Loudoun County, Virginia. Led the creation of a landscape mediating between human impacts and natural systems, at the Broad Run Water Reclamation Facility (WRF) and Loudoun Water administrative offices.
- Greenbrier Park, Arlington, VA. Directed preparation of renovation plans for 12.5-acre park featuring synthetic infill turf field, running track, two softball and one baseball fields.
- Kemp Mill Urban Park Facility Plan, Wheaton, MD. Project Director for the preparation of a Facility Plan for Kemp Mill Urban Park.



C. CHRIS CARES



Chris possesses a diverse background in public and private planning. A founding partner of RRC Associates, he specializes in practical applications of research techniques including survey and qualitative research, modeling and applied analysis to solve problems in city planning, administration, and business applications. Parks and recreation needs assessments are particular areas of specialization. Chris has overseen numerous community/citizen surveys in towns and counties throughout the United States, which provide input to parks, recreation, trails, open space, and planning needs assessments. The results of these studies typically become incorporated into parks and open space master plans, or other policy documents.



Professional Experience

1983 to present MANAGING DIRECTOR/FOUNDING PARTNER
RRC Associates, Boulder, CO

Representative Projects

Parks and Recreation Surveys / Needs Assessments

Maryland National Capital Park	Dunwoody, GA
Planning Commission	New Hanover County, NC
Maryland Dept. of Natural	Erie County, NY
Resources	Essex, VT
Gloucester County, VA	Keene, NH
Manassas, VA	Cary, NC
Hunterdon County, NJ	Wake Forest, NC
Colchester, VT	

RELEVANT BOARD EXPERIENCE
(Former) Breckenridge Outdoor
Education Center, Breckenridge, CO –
boec.org

GP RED – Research, Education and
Development for Health, Recreation and
Land Management – gpred.org
(currently board president)

Tourism and Ski Area Visitor Research (examples include National Ski Areas Association, Colorado Tourism Office, Vail Resorts, Copper Mountain, Telluride Ski and Golf Company, Crested Butte Mountain Resort, Cedar Rapids, IA)

Housing and Transportation Needs Assessments (examples include Boulder, Lafayette, Longmont and Westminster, CO; Eagle County and Town of Vail; Grand Junction, Pueblo, Weld County, CO)

Education

Master of City Planning: Harvard University, 1975
Bachelor of Arts, Political Science: University of Rochester, 1972
University of Michigan, 1971

Further Work Experience

1977-81 PLANNER/ASSOCIATE, Gage Davis Associates—Boulder, CO
Associate in charge of research studies for major destination resorts in Colorado and Utah

1976-77 PLANNER, City of Boulder—Boulder, CO

1975 PLANNER, Lincoln-Uinta Counties Planning Office—Kemmerer, WY

IV. Relevant Project Experience

GreenPlay assists public agencies and other organizations throughout the nation with all aspects of master and strategic planning, including needs assessment, public process, level of service analysis, trends, benchmarking, demographics, financial and funding analysis, core services identification, operational and maintenance planning, setting strategic goals and implementation for all quality of life services. GreenPlay usually acts as a Prime Consultant managing projects, but sometimes works in conjunction with other firms as a sub-consultant. Following are representative projects completed by the team. We have also included examples of final plans with our submittal.

MARYLAND NATIONAL CAPITAL PARK AND PLANNING COMMISSION, PRINCE GEORGE'S COUNTY, MARYLAND 2010 AND BEYOND VOLUMES 1-3

Reference:

John Henderson, Research & Evaluation Manager
Prince George's County Dept. of Parks & Recreation
6600 Kenilworth Ave., Riverdale, MD 20737
301.864.6957 | john.henderson@pgparks.com

Project: Our team was retained by the Commission to evaluate and create strategies for this agency. M-NCPPC Prince George's County services 500 square miles with approximately 800,000 residents in urban, suburban, and rural areas of the County. This complex and detailed project involved an all-encompassing public and key stakeholder engagement, GRASP® Level of Service analysis, and the creation of detailed strategic master and action plans, with recommendations leading to a shared enhanced vision for the quality of life services through 2040. Team members included Justice and Sustainability Associates, Design Concepts, and RRC Associates.



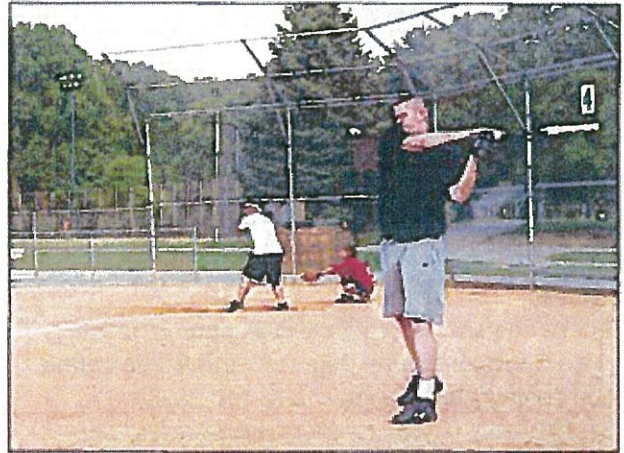
**MARYLAND NATIONAL CAPITAL PARK AND PLANNING COMMISSION,
MONTGOMERY COUNTY, MARYLAND
STRATEGIC AND 2030 BUSINESS PLAN**

Reference:

Brooke Farquar, Park Planning & Stewardship Div.
1109 Spring St., Silver Springs, MD 20910-4002
240.777.6810 | Brooke.Farquar@mncppc-mc.org

Project: Through a comprehensive countywide planning process, this project crafted a vision for the future of the parks and recreation system in Montgomery County, Maryland through 2030. The Green-Play team worked with two agencies – the Maryland-National Capital Park and Planning Commission, Department of Parks, and the Montgomery County Department of Recreation to strategically assess current facilities and services and plan for future needs. The project encompassed many components including an inventory and analysis of facilities and programs, a community survey, expansive community outreach, a core services assessment, and development of a resource allocation and cost recovery philosophy and policy. Project elements included a 2030 Framework Plan, a 10-Year Strategic Plan, and an Implementation Plan. Team members included Design Concepts, Lardner-Klein, RRC Associates, and Justice and Sustainability Associates.

(Winner of the 2012 Award for an Outstanding Regional or Comprehensive Plan by the National Capital Area Chapter of the American Planning Association and the 2013 Project Excellence Award from the Society of Recreation Professionals)



Parks & Recreation
2010 AND BEYOND

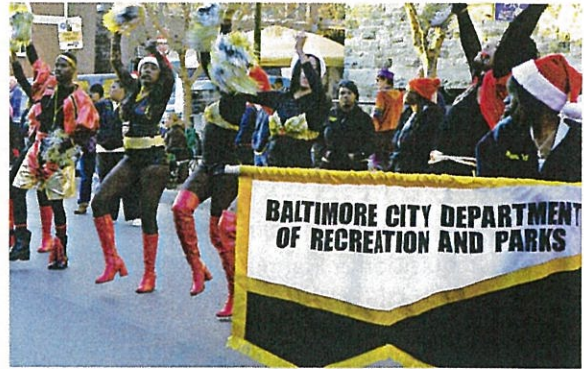
BALTIMORE, MARYLAND SERVICES ASSESSMENT PLAN, AND RECREATION AND AQUATIC FACILITIES ANALYSIS AND PLAN

Reference:

Kate Brower, Urban Planner
Baltimore City Recreation and Parks
2600 Madison Ave., Baltimore, MD 21217
410.396.0803 | kate.brower@baltimorecity.gov

Project: GreenPlay, LLC helped Baltimore City Recreation and Parks (BCRP) conduct a comprehensive Service Assessment to clearly define core programs and services based on its values, vision, and mission. Through an intensive review of services, programs, facilities, and parklands, provision strategies such as enhancement or reduction of service, collaboration, and advancing or affirming market position were identified to allow staff to move forward with confidence in meeting the future needs of its citizens. In addition, GreenPlay facilitated a data driven analysis which resulted in priorities for capital facility development in a supplemental Recreation and Aquatic Facilities Analysis and Plan. GreenPlay worked with JMT of Baltimore to conduct a GIS-based data analysis and ranking of community indicators to determine gaps in recreation and aquatic facility service areas throughout the City. Baltimore is now positioned to follow through on recommendations for type, location and construction to meet its commitment to maximize resident access to recreation facilities.

BCRP is a large urban agency in transition; we helped develop data driven assessments which informed capital project planning, programming, and marketing initiatives.

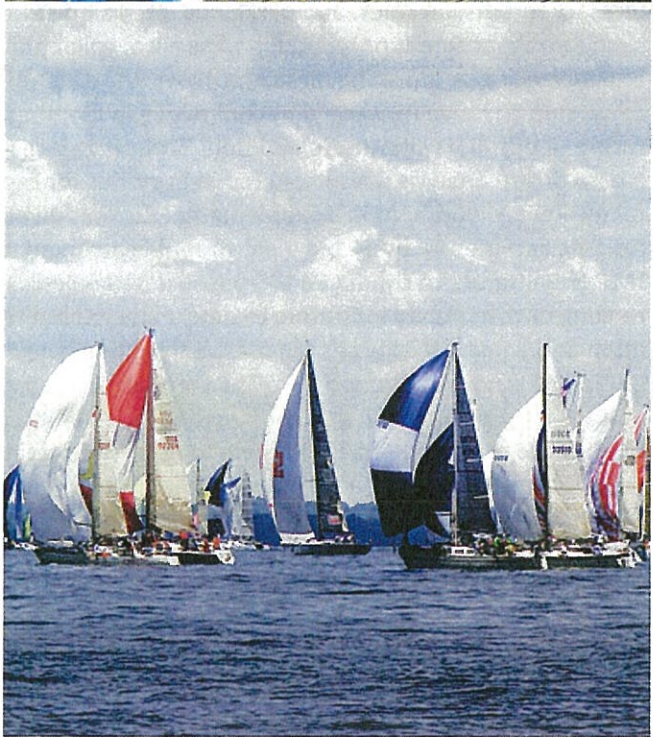


MARYLAND DEPARTMENT OF NATURAL RESOURCES LAND PRESERVATION AND RECREATION PLAN

Reference:

John Wilson, Associate Director,
Land Acquisition & Planning
Tawes State Office Bldg., 580 Taylor Ave.
Annapolis, MD 21401
410.260.8412 | jfwilson@dnr.state.md.us

Project: GreenPlay worked with the Maryland Department of Natural Resources to complete the Recreation Component of the Maryland Land Preservation and Recreation Plan. This plan fulfills the National Park Service's requirement for a Statewide Comprehensive Outdoor Recreation Plan to be eligible for federal Land and Water Conservation Funds. The planning process included regional stakeholder public meetings, a statistically valid survey as well as an online open link survey, an inventory of outdoor recreation facilities, and analysis of trends. The project was guided by a Technical Advisory Council. *Team members included Design Concepts and RRC Associates.*



ARLINGTON COUNTY, ARLINGTON, VIRGINIA PUBLIC SPACES MASTER PLAN – “WHERE THE COMMUNITY COMES TOGETHER!”

Reference:

Lisa Grandle, Division Chief for Development
2100 Clarendon Blvd., Suite 414
Arlington, VA 22201
(703) 228-3332 | Lgrand@ArlingtonVA.us

Project: Our project team developed this plan, which was intended to help the County achieve its vision of a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important.” Substantial community effort has contributed to the development of this plan. The process created a compelling vision, assessed the current inventory of public open space resources, and identified future needs and protection tools for existing areas. The project established standards to identify resources and select areas of preservation within future growth areas and developed recommendations, implementation strategies, and an action plan to achieve desired outcomes. *Team members included Design Concepts, Geowest, and Lose & Associates.*



Other examples of past projects completed in the past 5 years include:

Alexandria, Virginia – Campagna Center Indoor/ Outdoor Playspace Assessment - *in conjunction with Design Concepts*

Arapahoe County, Colorado – Four Square Mile Area Recreation Plan

Arlington County, Virginia – Field Use Master Plan

Arlington Heights, Illinois – Healthy Communities Research Group Beta Site *In conjunction with GP RED*

Bella Vista Village Home Owners Association, Bella Vista, Arkansas – Comprehensive Needs Assessment and Action Plan

Bethlehem, New York – Comprehensive Parks and Recreation Master Plan

Blue Springs, Missouri – Parks, Recreation, and Open Space Comprehensive Plan

Broward County, Florida – Needs Assessment for the Parks and Recreation Division

Cary, North Carolina – Parks, Recreation, and Cultural Facilities Master Plan

Charleston County Park and Recreation Commission, South Carolina – Parks, Recreation, Trails, and Open Space Comprehensive Plan

Denver, Colorado – Athletic Field Master Plan

Desert Recreation District, California – Parks and Recreation Strategic Plan

Desert Recreation District, California – Parks and Recreation Master Plan

Dunwoody, Georgia – Parks, Recreation, and Open Space Master Plan 5-Year Update

El Paso County, Colorado – Parks, Trails, and Open Space Plan Update

Essex, Vermont – Recreation Needs Assessment and Strategic Plan

Farmington, New Mexico – Comprehensive Parks, Recreation, and Cultural Affairs Master Plan

Forest Preserve District of Cook County, Illinois Recreation Master Plan

Gloucester County, Virginia – Parks and Recreation Needs Assessment

Keene, New Hampshire – Recreation Management Plan

Knoxville, Tennessee – Ijams Nature Center Master Site Plan - *In conjunction with Ross Fowler*

Louisiana Department of Recreation, Culture and Tourism, Office of State Parks – Statewide Comprehensive Outdoor Recreation Plan Update

Louisville, Colorado – Parks, Recreation, Open Space, and Trails Comprehensive Master Plan

Maitland, Florida – Parks and Recreation Master Plan

Manassas, Virginia – Parks, Recreation & Cultural Needs Assessment and Facilities Plan

Martin County, Florida – Parks and Recreation Master Plan

New Hanover County, North Carolina – Department of Parks and Gardens Master Plan Update

Palm Springs, California – Parks and Recreation Master Plan (update)

Pearland, Texas – Parks and Recreation Master Plan

Post Falls, Idaho – Parks and Recreation Master Plan

Rancho Cucamonga, California – City-wide Recreation Needs Assessment

Riverside County Regional Parks and Open Space District, California – Comprehensive Park, Resources, and Recreation Service Plan

Stafford County, Virginia – Park Utilization Analysis Phases I & II

Virginia Beach, Virginia – Parks and Recreation Strategic Plan

Wake Forest, North Carolina – Parks and Recreation Master Plan Update

West Palm Beach, Florida – Parks and Recreation Master Plan Update

Winchester, Virginia – Parks and Recreation Needs Assessment

Windsor, Colorado – Parks, Recreation, and Open Space Master Plan Update

LONG BRIDGE PARK

Arlington, Virginia



Description

LSG Landscape Architecture prepared a detailed master recreation plan for Long Bridge Park, a 46-acre former brownfield site destined to be Arlington County's first waterfront park, serving the entire county. The plan included a recreational facilities plan, multi-modal transportation study and recommendations for public/private partnerships. The site, north of Reagan National Airport is surrounded by I-395, CSX/VRE tracks, Roaches Run and the Potomac River. Developing it for recreation posed a range of constraints, including FAA restrictions, environmental hot spots, historic resources and a high water table.

As landscape architect of record, LSG oversaw completion of the park's first phase construction and design of the second. The park now provides three synthetic infill turf rectangular fields and the Esplanade, a raised walkway with interpretive signage, overlooking Roaches Run and the Potomac River. A three-quarter acre raingarden infiltrates runoff from the park's 200 space parking lot and sports fields to support a planted garden of native shrubs and perennials. A series of play spaces provides a transition from the park to offices and housing on the south. Long Bridge Drive, abutting the park on the east, was reconstructed as a 'complete street' with bicycle lanes, new bus shelters and pedestrian amenities.

The next phase includes a continuation of the esplanade to a new aquatics and recreation center building and later phases will add the final field above structured parking.

LSG worked with artist Doug Hollis to integrate his kinetic sculpture 'Wave Arbor' into the trellis system providing shade alongside the two western athletic fields.

Client

Arlington County Department of Parks and Recreation



2013 Merit Award, American Society of Landscape Architects Potomac and Maryland Chapters

2012 Virginia Recreation and Park Society Award, Best New Facility - Parks, Playgrounds, Blueways, Greenways and Trails

2008 Regional Conservation Priority, Washington Smart Growth Alliance Conservation Jury

References

Erik Beach, Arlington County Department of Parks and Recreation
T: 703-228-3338 ebeach@arlingtonva.us

Construction Cost:

Bid price, Phase 1, \$23,698,000

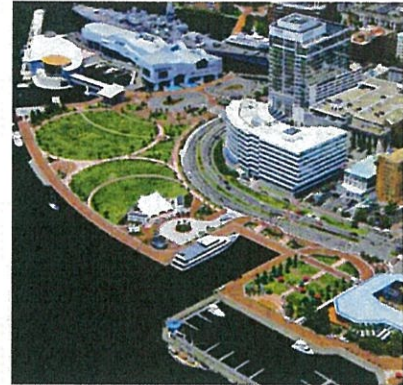
Completion:

Phase 1: 2011
Playground: 2016



TOWN POINT PARK

Norfolk, Virginia



Description

Located along the Elizabeth River, Town Point Park, originally opened 25 years ago as one of Norfolk's first major waterfront redevelopment projects. LSG Landscape Architecture, as a part of the MMM Design Group led team, provided overall design direction for the renovation of Town Point Park, transforming it into a premier festival destination and event venue. The project completely reconfigured the site's layout to accommodate multiple events simultaneously while enhancing the park's gateway presence along the river. Working closely with the City and the lead event coordinator, LSG helped facilitate a series of stakeholder meetings and interactive design sessions.

The redesigned and renovated park is now positioned to accommodate large crowds and major events on a year-round basis. The restoration enhanced the park's profile as a centerpiece for public art and culture through the creation of a more cohesive and compelling design program for the display of public art and historic artifacts, including the city's iconic "mermaid" sculpture and naval artifacts. The project was completed under budget and on schedule, in time for the city's annual Harborfest activities over the July 4th weekend.

Client

City of Norfolk
Norfolk Festevents Ltd.

2011 Merit Award, American Society of Landscape Architecture Virginia Chapter

2010 The Hampton Roads Association for Commercial Real Estate: Excellence in Development Design Award

2009 Merit Award, American Society of Landscape Architecture Potomac and Maryland Chapters

Construction Cost:

\$8,600,000

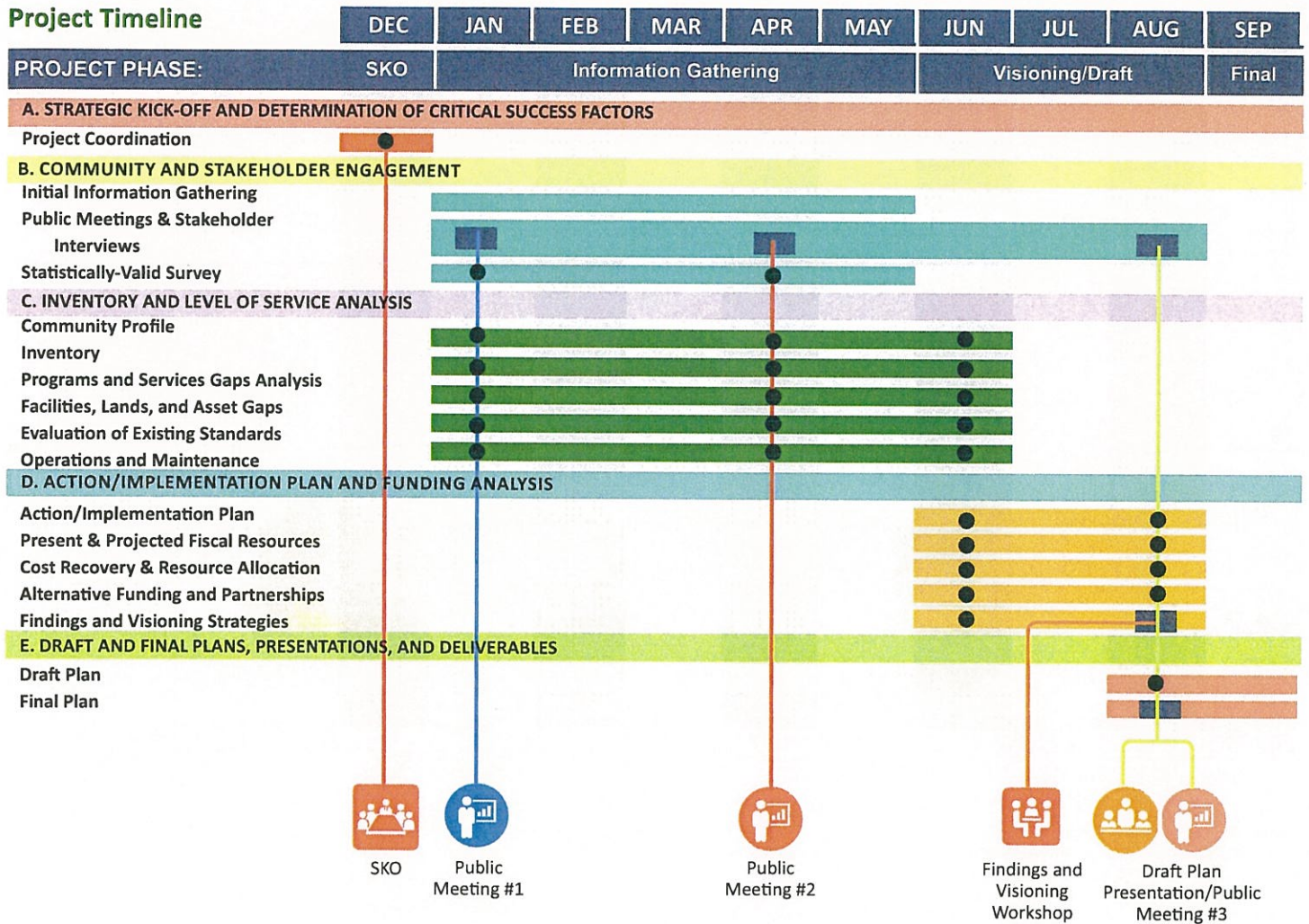
Completion:

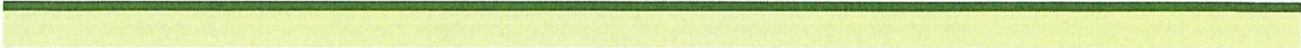
2008



V. Project Timeline

Project Timeline





VI. Summary of Insurance Coverage



CERTIFICATE OF LIABILITY INSURANCE

GREELLC-03 EDOHERTY

DATE (MM/DD/YYYY)

4/27/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER DCInsurers - Lakewood 1074 South Alkire Street Lakewood, CO 80228		CONTACT NAME: PHONE (A/C, No., Ext): (303) 987-3373 E-MAIL: john.ossian@dcinsurers.com ADDRESS:		FAX (A/C, No): (303) 969-9120	
		INSURER(S) AFFORDING COVERAGE		NAIC #	
INSURED		INSURER A: The Hartford		41190	
GreenPlay, LLC 1021 South Boulder Road Suite N Louisville, CO 80027		INSURER B: Pinnacol Assurance			
		INSURER C:			
		INSURER D:			
		INSURER E:			
		INSURER F:			

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	X COMMERCIAL GENERAL LIABILITY					
	CLAIMS-MADE X OCCUR		34SBAIR6876	05/01/2016	05/01/2017	EACH OCCURRENCE \$ 2,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000
						MED EXP (Any one person) \$ 10,000
						PERSONAL & ADV INJURY \$ 2,000,000
						GENERAL AGGREGATE \$ 4,000,000
						PRODUCTS - COMP/OP AGG \$ 4,000,000
						\$
	GEN'L AGGREGATE LIMIT APPLIES PER:					
	X POLICY	PRO-JECT	LOC			
	OTHER					
A	X AUTOMOBILE LIABILITY		34UECJJ1390	05/01/2016	05/01/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	ANY AUTO	SCHEDULED AUTOS				BODILY INJURY (Per person) \$
	ALL OWNED AUTOS	NON-OWNED AUTOS				BODILY INJURY (Per accident) \$
	HIRED AUTOS					PROPERTY DAMAGE (Per accident) \$
						\$
A	X UMBRELLA LIAB X EXCESS LIAB	OCCUR CLAIMS-MADE	34SBAIR6876	05/01/2016	05/01/2017	EACH OCCURRENCE \$ 1,000,000
	DED X RETENTION \$	10,000				AGGREGATE \$
						Gen Aggregate \$ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	4019301	05/01/2016	05/01/2017	X PER STATUTE OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N/A				E L EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below					E L DISEASE - EA EMPLOYEE \$ 1,000,000
						E L DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 If you would like to be a certificate holder your name and address must be listed here. For faster delivery, please provide a valid fax number or E Mail address

CERTIFICATE HOLDER For Informational Purposes only Company Name Address City State Zip	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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ACORD 25 (2014/01)

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Client#: 1083094

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

4/14/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER USI Colorado, LLC Sm C/L P.O. Box 7050 Englewood, CO 80155 800 873-8500	CONTACT NAME: PHONE (A/C, No, Ext): 800 873-8500 FAX (A/C, No): 303 831-5295 E-MAIL: ADDRESS:														
INSURED Greenplay, LLC. 1021 E. South Boulder Road Suite N Louisville, CO 80027	<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Hanover Insurance Company</td> <td>22292</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Hanover Insurance Company	22292	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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INSURER F:															

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E L EACH ACCIDENT \$ E L DISEASE - EA EMPLOYEE \$ E L DISEASE - POLICY LIMIT \$
A	Professional Liability (Claims Made)		LH4815923106	05/01/2016	05/01/2017	\$2,000,000 Per Claim & Aggregate \$5,000 Ded.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

For Information Only
 N/A
 N/A, CO 0N/A--000

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Valeria Howard

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